

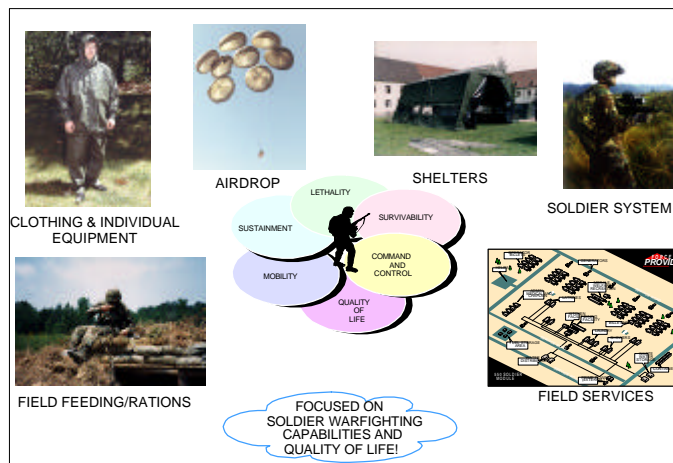
# ☆☆ OVERVIEW

## SSCOM - Champion for the soldier as a system . . .

For years, the Army has managed its major weapons platforms as systems, ensuring integration, compatibility, and balance throughout the modernization process. This strategy had never been adopted for America's ultimate fighting system--the soldier. In the final analysis, however, there is only one way to achieve decisive victory in war--by putting soldiers in harm's way to take and occupy ground upon which wars are fought. Here the courage, character, sacrifices, and warfighting capabilities of U.S. soldiers make the real difference. It is not surprising, therefore, that the Army recognized the need to also treat the soldier as a system--its most important one.

### Who is SSCOM?

**The Soldier as a System.** In 1991, the Army Science Board was chartered to study the concept of treating the "Soldier as a System." They concluded that like all weapons platforms, the soldier should be treated as a system, integrated and balanced across all the warfighting capabilities (Figure O.1).



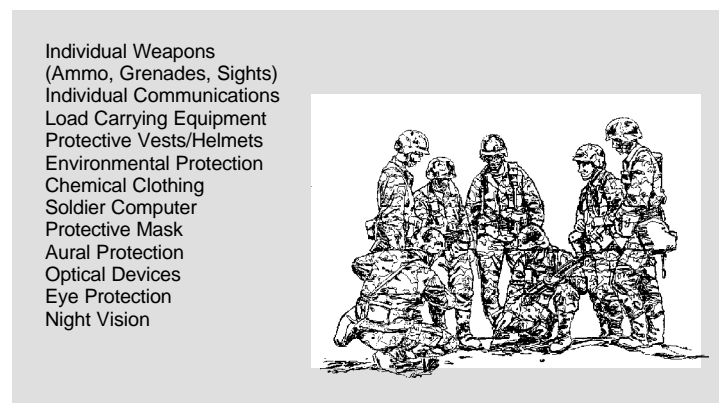
**Figure O.1.** SSCOM functional areas and soldier warfighting capabilities

These 1991 recommendations are ever more critical today as the soldier is being modernized to be an integral part of the Department of the Army Force XXI digitized battlefield. This extremely complex envi-

ronment requires linkages and integration among all major fighting systems in order to be successful.

The Army's Chief of Staff, General Dennis J. Reimer has stated, "...we can never forget that the ultimate technology and the ultimate weapon for the U.S. Army will always be the individual soldier."

To solidify this notion, the Army Chief of Staff established the U.S. Army Soldier Systems Command (SSCOM) on November 16, 1994. Headquartered in Natick, MA, SSCOM's charter is to provide total life cycle management of soldier and related support systems by developing, integrating, acquiring and sustaining all elements of these systems to modernize and balance the soldier's warfighting capabilities, and enhance mission performance and quality of life. SSCOM provides related commodities to DoD and other Federal and State agencies (Figure O.2).

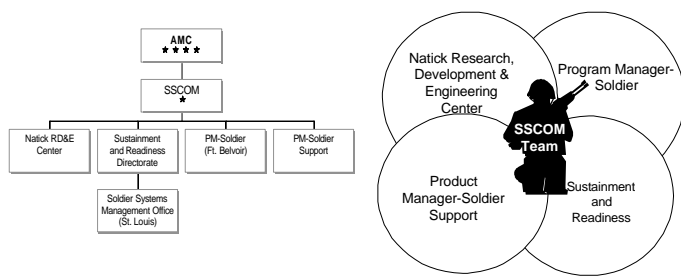


**Figure O.2.** Everything worn, consumed, or carried by the Soldier in a tactical environment

### Organization

The establishment of SSCOM (Figure O.3) consolidated management responsibility of everything the soldier wears, carries or consumes and quality of life items in a tactical environment. In addition to the organizations shown on the chart, SSCOM draws logistical support from the U.S. Army Aviation and Troop Command and the acquisition structure of the Defense Logistics Agency in responding to worldwide needs of the customer. The Command also stations a presence on customer sites where quick reaction to their needs is guaranteed. Geographic locations appear in Figure O.4.

A management structure is now in place and managing the soldier as a system as conceived by the Army Science Board in 1991 (Figure O.5).



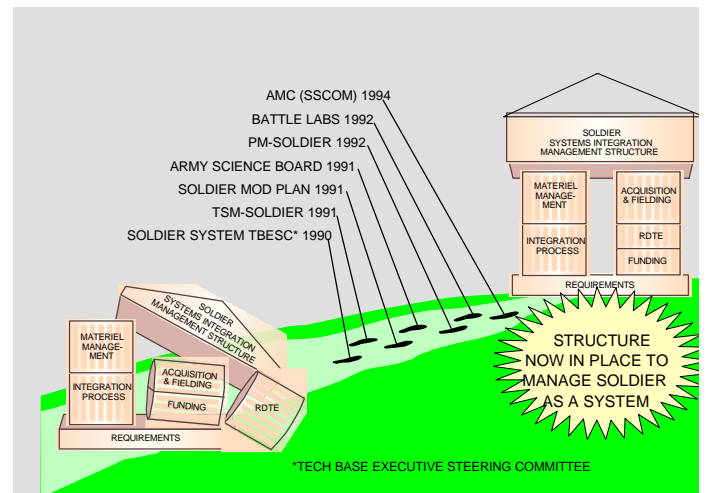
**Figure O.3.** SSCOM organization chart

SSCOM invests \$300 million annually in research, development, engineering, fielding and sustainment. With its products procured at a rate exceeding \$3.5 billion annually, the Command is on a dollar par with the Fortune 500 companies and is staffed by approximately 1000 employees.

It is the soldier's intelligence, flexibility and adaptability that ultimately accomplish Army missions and functions. It is the soldier who must operate complex equipment and weapon systems under harsh environmental conditions.

For today's soldier and the warfighter of the future, SSCOM's activities all focus on improving the survivability, mobility, sustainment and quality of life (Figure O.1). Soldiers have used SSCOM's or its predecessor's products and technologies in: Vietnam, Grenada, Panama, Kuwait, Somalia, Rwanda, Haiti, Bosnia-Herzegovina and wherever America's armed forces have gone to protect freedom.

**Force Provider**, a shelter complex, was developed to improve the quality of life for our soldiers in the field. It is a rapidly deployable, air or ship-transportable, modular collective system that is quickly erectable and



**Figure O.5.** Steps to the establishment of SSCOM

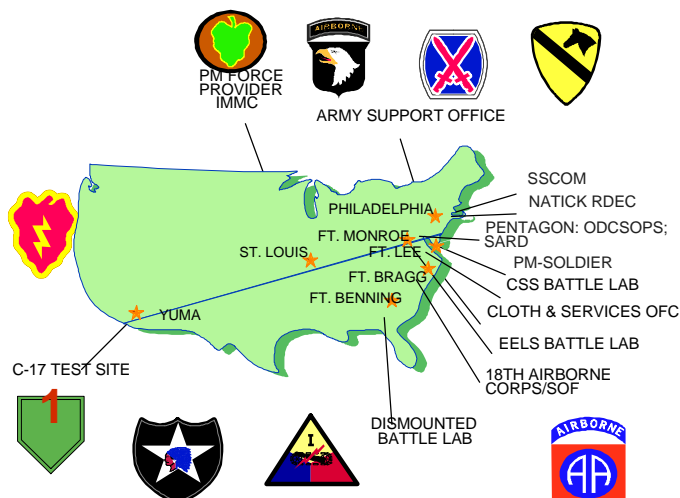
provides complete support, such as hot meals and showers, laundry, PX and recreational activities, comforts rarely enjoyed by combat soldiers.

**Land Warrior (LW)**, leads the Army's efforts to modernize the soldier. Future soldiers will find themselves fighting on the digitized battlefield of the 21st century, and the LW Team will make sure that these soldiers are fully integrated with the digitized battlefield.

**Soldier Enhancement Program (SEP).** The major thrust of SEP is to identify and evaluate commercially available individual equipment, food, water, shelters, communications and navigational aids, and get successful items into the hands of soldiers in less than three years. Besides SSCOM's superior ability to benefit military service personnel, collateral product improvements contribute to raising commercial standards for all American consumers. Examples include:

- **Police ballistic-protective items.** Police ballistic protective clothing and blast-protective items worn by personnel disarming dangerous explosive devices are products of our textile materials research.
- **Recreational and outdoor equipment.** Improvements to camping and outdoor equipment are results of the technologies to develop soldiers' personal equipment - sleeping gear, individual survival kits, portable field shelters, and other items.
- **Camping and outdoor food products.** Food preparation technology used in preparing the Meal, Ready-to-Eat is now being used for camping and other outdoor activities.

SSCOM also provides items for NASA Space Programs, other federal departments, and countless partners in academia, industry, and foreign governments.



**Figure O.4.** SSCOM's locations and on-site liaisons

<b>CUSTOMER CATEGORY</b>	<b>MEMBERS</b>	<b>QUALITY DEFINITION/ CUSTOMER REQUIREMENTS</b>
<b>CONSUMERS- ULTIMATE USERS</b>	<i>Soldiers Sailors Airmen Marines</i>	<i>-Superior products and equipment that improve warfighting capability and are functional, reliable, comfortable &amp; durable. - Very rapid solutions to problems</i>
<b>STAKEHOLDERS PROVIDE FUNDING AND INFLUENCE PROGRAMS</b>	<i>OSD, PEOS, PMs TRADOC SARDA DA STAFF ARPA XVIII Airborne CORPS SOF OTHER GOV'T AGENCIES Warfighting CINCS</i>	<i>Same as above plus- CHEAPER - Reasonable cost FASTER - On or ahead of schedule BETTER - Performance required SMARTER - improved life cycle costs, supports standardization, built to performance specs</i>
<b>MERCHANTS- BUY OUR PRODUCT FOR RESALE TO USERS</b>	<i>DLA-DPSC/DISC/DGSC/DCSC ATCOM</i>	<i>Clear, concise, and timely data and/or specifications that promote competition and are supportable by industry Integrated process and product</i>
<b>PROCESSORS- USE OUR PRODUCT AS INPUTS TO THEIR PROCESSES OR PARTNERS IN RESEARCH &amp; PRODUCTION</b>	<i>MICHIGAN STATE UNIVERSITY BIOMOLECULAR PRODUCTS, INC. M&amp;M MARS, INC. ZESTO THERM THE MONSANTO COMPANY TELECOMMUNICATIONS, INC. (IOTI) HOECHST - CELANESE</i>	<i>World-class technologies Dual-use applications Standard business practices Performance specifications Integrated process and product Minimum bureaucracy</i>
<b>THE PUBLIC- LOCAL COMMUNITY &amp; TAXPAYERS</b>	<i>NATICK, MA METROWEST COMMUNITY FEDERAL TAXPAYERS</i>	<i>A dependable &amp; responsible community member in terms of - Employment Environmental safety Economic support Efficiency &amp; effectiveness</i>
<b>MANAGEMENT - SSCOM</b>	<b>STRATEGIC &amp; SUPERVISORY ROLES</b>	<i>Efficient and relevant processes serving the customer Fair and equal treatment for all Accountability &amp; Integrity</i>
<b>WORKFORCE - SSCOM</b>	<b>NONSUPERVISORY ROLES</b>	<i>Same as above</i>

Figure O.6. SSCOM Top Customers

## Top Customers and Major Suppliers

A list of SSCOM's top customers and major suppliers are shown in Figures O.6. and O.7.

A A I Corporation	Motorola
Geomet Technologies	Geo-Centers
G T S	Brunswick
Honeywell	Battelle
Synetics	ADL Systems
Albany International	Foster-Miller
Hughes	

Figure O.7. SSCOM major suppliers

### ★ SSCOM's Mission

To develop, integrate, acquire, and sustain soldier and related support systems to modernize, balance, and improve the soldier's warfighting capabilities, performance, and quality of life. To also perform similar functions for other services and customers.

### ★ SSCOM's Vision

To be the Champion for the soldier as a system. . .  
The recognized leader in assuring the decisive materiel edge for the 21st century.

### ★ SSCOM's Values

Leadership	Customer Satisfaction
Teamwork	Caring and Supportive
Professionalism	Ethics and Integrity
Effective Communication	

### Quality Journey

The SSCOM quality journey is shown in figure O.8.

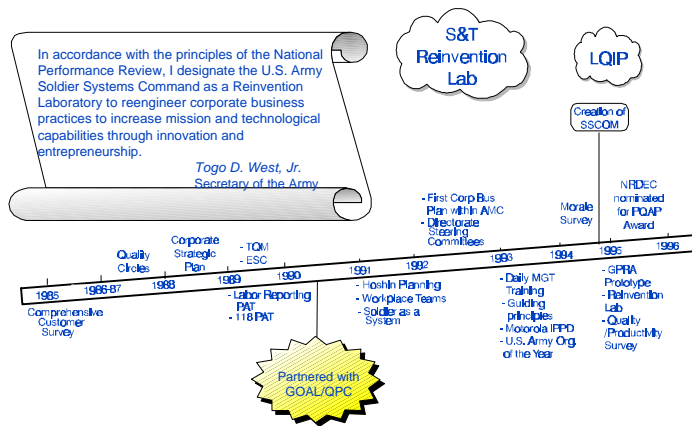


Figure O.8. SSCOM quality journey

Figure O.9 identifies our structure for addressing quality as an operational issue.

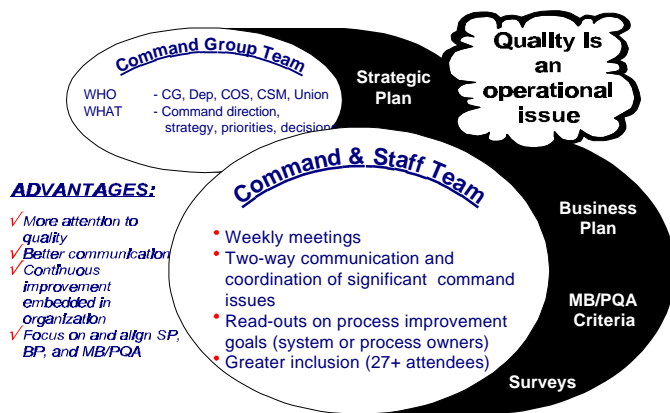


Figure O.9. The SSCOM Quality Breakout.

## Major Thrusts and Challenges

Although 90% of our products are now under one management structure, the remaining 10% represent a significant integration challenge (Figure O.10).

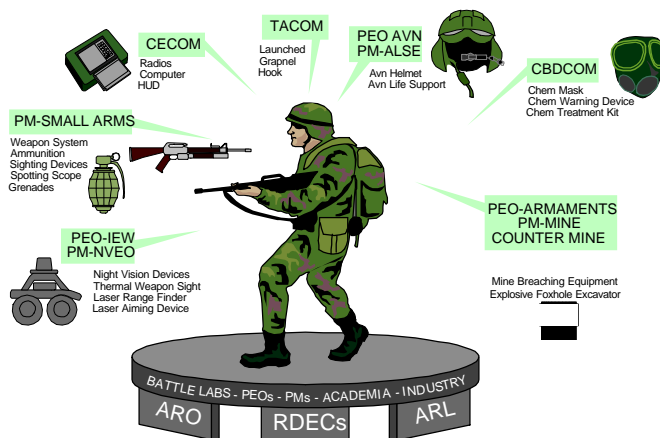


Figure O.10. Soldier items - external command and control

Our customers were clear in their desire for a single focal point, “a champion for the soldier.” As a result, SSCOM quickly integrated organizations into a team. In addition, the remaining requirements for developing and fielding soldier items have been integrated into a true one-stop shopping center for the soldier.

Built into the organization are provisions to examine continually and improve service delivery to the customer. Accordingly, SSCOM is in the process of creating an Integrated Materiel Management Center to focus on all the items of soldier interest from development phase through First Unit Equipped to disposal. In addition, the Command created an Acquisition Center to ensure a focus on efficiencies in the procurement and inventory processes.

SSCOM was instrumental in the creation of the General Officer Steering Committee (GOSC) to serve as an Army-wide cross-functional group. This group recommended improvements to the Army’s Vice Chief of Staff and Acquisition Executive for managing the Army’s soldier systems. Recommendations include:

Establish a Product Manager Soldier Support.

Transfer funds for Night Vision (NV); Combat Identification (CID); and Command, Control, Computers, Communication, and Intelligence (C4I) for individual soldier programs to SSCOM.

Provide concurrent Milestone Decision Authority for NV, CID, C4I, Air Warrior, and small arms for soldiers to SSCOM.

Create a Soldier System Integrated Product Team.

Transfer the Project Manager-Force Provider to SSCOM.

In cascading these decisions, the GOSC created the Individual Soldier System Executive Integration Process Team, chaired by SSCOM. This brought together all customers and stakeholders into the planning process, and added a single focus throughout SSCOM’s organizations.

Two years ago the Department of the Army entrusted the SSCOM to develop, integrate, acquire and sustain materiel items for the most powerful weapon in the United States arsenal—The U.S. Soldier. To achieve our Vision, “Champion for the soldier as a system—the recognized leader in assuring the decisive materiel edge for the 21st century warrior,” the SSCOM team is committed to excellence in work efforts and dedicated to our customer’s satisfaction. As the following chapters indicate, we can do no less for our soldiers.